

**THE PROCESS OF SOLICITING AND
EVALUATING OFFERS FOR AWARD IN A
COMPETITIVE NEGOTIATED ENVIRONMENT**

KINDS OF SOURCE SELECTION

P. 1-6

- **FORMAL SOURCE SELECTION**
Specific evaluation group established
- **INFORMAL SOURCE SELECTION**
CO with assistance of technical evaluation panel

OBJECTIVES OF SOURCE SELECTION

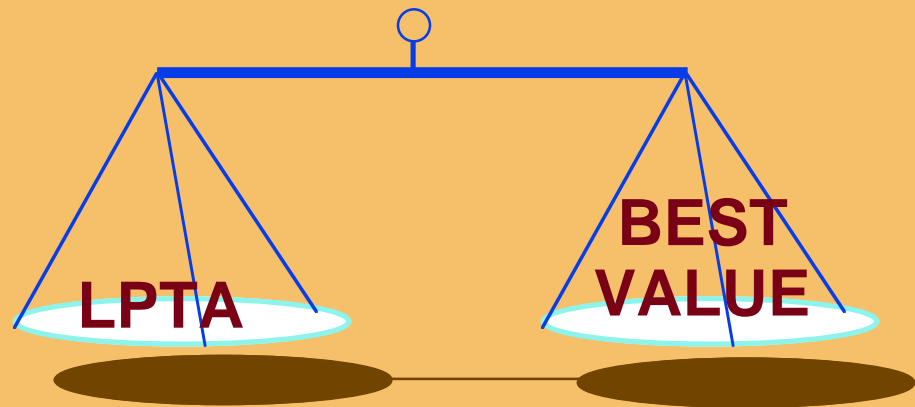
P. 1-6

- **EVALUATION OF THE QUALITY & ABILITY TO PRODUCE THE SUPPLIES OR SERVICES RELATED TO PRICE**
- **DETERMINATION OF WHICH OFFEROR WILL BE MOST ADVANTAGEOUS TO THE GOVERNMENT**
- **DETERMINATION OF OFFEROR'S PAST PERFORMANCE IN PROVIDING SUPPLIES OR SERVICES**
- **DETERMINATION OF TECHNICAL AND MANAGEMENT CAPABILITY OF THE OFFEROR**

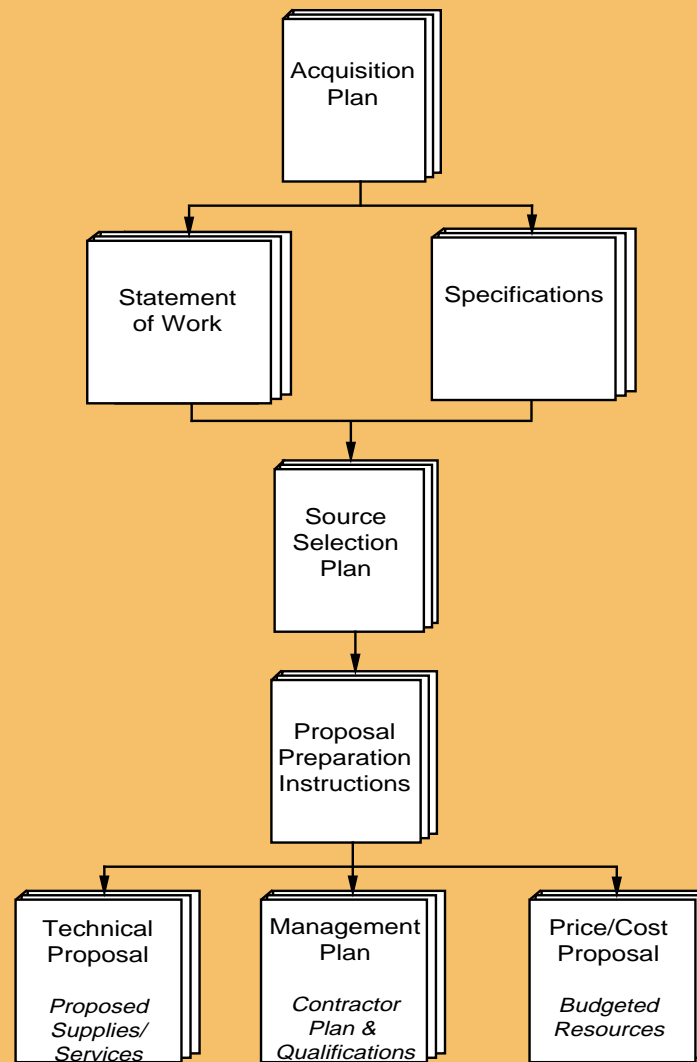
APPROACHES TO SOURCE SELECTION

P. 1-7

- **LOWEST PRICE TECHNICALLY ACCEPTABLE PROPOSAL**
- **BEST VALUE CONCEPT**

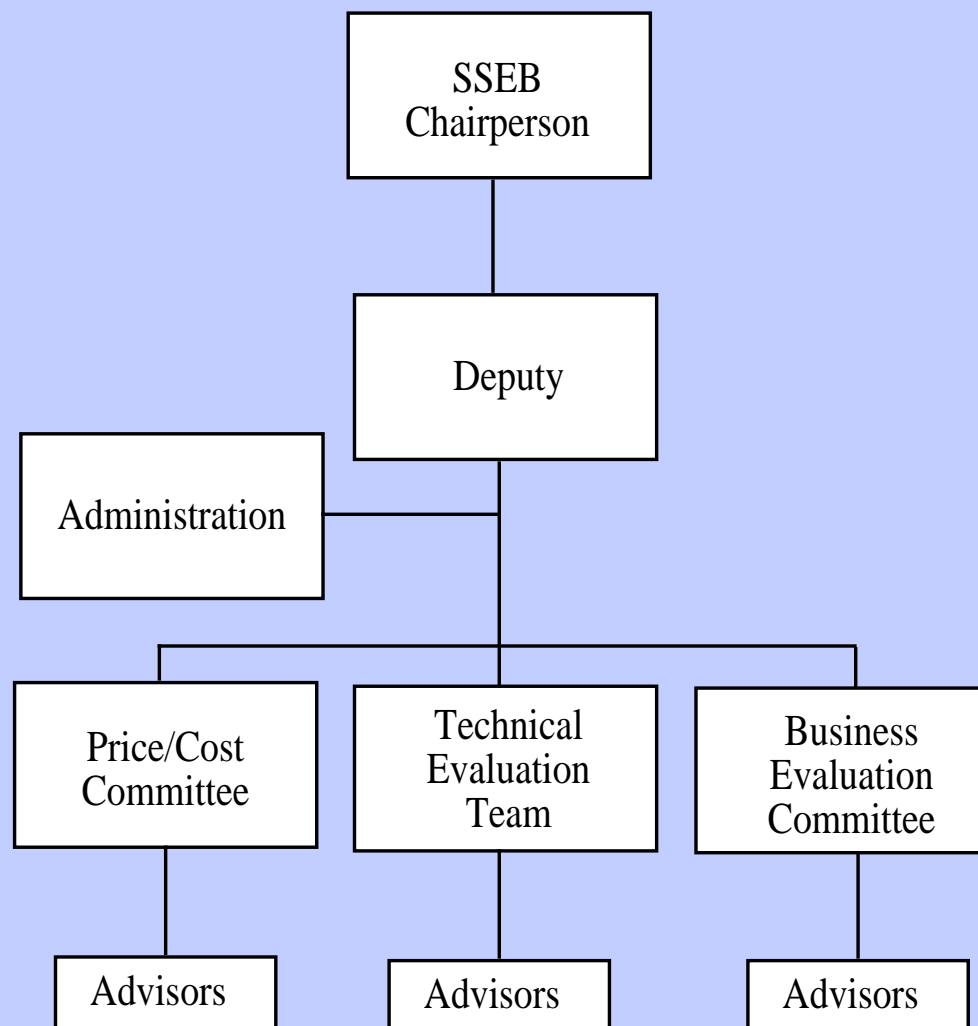


PRINCIPAL DOCUMENTATION



TYPICAL SOURCE SELECTION ORGANIZATION

P. 2-7



SOURCE SELECTION PLAN OUTLINE

P. 2-10

Source Selection of _____

1. **Description of property or service to be acquired.**
2. **Description of organizational structure, including:**
 - (a) The duties of the SSA
 - (b) The duties of the SSEB.
3. **Proposed presolicitation activities.**
4. **A summary of the acquisition strategy.**
5. **A statement of the proposed evaluation factors including technical/business and price or cost, and their relative importance.**

(CONTINUED ON NEXT SLIDE)

SOURCE SELECTION PLAN OUTLINE P. 2-10

6. A description of the evaluation process, methodology, and techniques to be used, including evaluation standards.

7. A schedule of significant milestones, such as:

Release of the RFP

- **Date Proposals due**
- **Evaluation Starts**
- **Evaluation Completed**
- **Competitive range determination**
- **Discussions**
- **BAFOs**
- **SSEB Briefs SSA on Findings and Evaluation**
- **SSA Decision Due**
- **Contract Review**
- **Execution/Award**

(CONTINUED ON NEXT SLIDE)

SOURCE SELECTION PLAN OUTLINE P. 2-11

- 8. A conflict of interest form**
- 9. Procurement Integrity Certificates**
- 10. Non-disclosure forms**
- 11. Provision for a secure meeting place.**

SOURCE SELECTION PLAN IN SECTION L

P. 2-14

IN SECTION L, YOU **MUST EXPLAIN:**

- **THE METHODS BY WHICH THE OFFERS WILL
SUBMIT THEIR PROPOSALS**
- **REQUIREMENTS FOR THOSE AREAS THAT
YOU WILL EVALUATE AND SCORE OR RATE
DURING SOURCE SELECTION**

SOURCE SELECTION PLAN IN SECTION M

P. 2-15

IN SECTION M, YOU **MUST EXPLAIN THE RELATIVE IMPORTANCE OF THE EVALUATION FACTORS AND SIGNIFICANT SUBFACTORS, INCLUDING:**

- **PRICE OR COST**
- **TECHNICAL (INCLUDING BUSINESS AND MANAGEMENT)**

FAR REQUIREMENTS

FAR 15.605 (b) & (e)

P. 3-8

THE FAR **REQUIRES YOU TO CLEARLY STATE THE EVALUATION FACTORS AND SIGNIFICANT SUBFACTORS THAT WILL BE CONSIDERED IN MAKING THE SOURCE SELECTION.**

NUMERICAL WEIGHTS, IF USED, NEED **NOT BE DISCLOSED.**

PRICE/COST IS CONSIDERED AS AN EVALUATION FACTOR IN EVERY SOURCE SELECTION BUT IS **NOT A PART OF THE RATING/SCORING PROCESS.**

GENERAL GUIDELINES FOR EVALUATION FACTORS

P. 3-9

- **CONSISTENCY**

- **LIMITED IN NUMBER**

- **INDEPENDENCE**

- **RELEVANCY**

CATEGORIES OF EVALUATION FACTORS

P. 3-18

- **BUSINESS EVALUATION FACTORS**

- MANAGEMENT
- STAFFING
- OFFEROR EXPERIENCE

- **TECHNICAL EVALUATION FACTORS**

- TECHNICAL APPROACH

SAMPLE EVALUATION FACTORS P. 3-19

- 1. GENERAL MANAGEMENT**
- 2. PAST PERFORMANCE**
- 3. TECHNICAL COMPREHENSION OF REQUIREMENTS**
- 4. ORGANIZATION AND STAFFING**
- 5. EXPERIENCE**
- 6. PHASE-IN PLAN**

EVALUATION FACTOR LEVELS

P. 3-20

- **FACTOR**

- **SUBFACTOR**

- **ELEMENT**

WHAT IS A "STANDARD"?

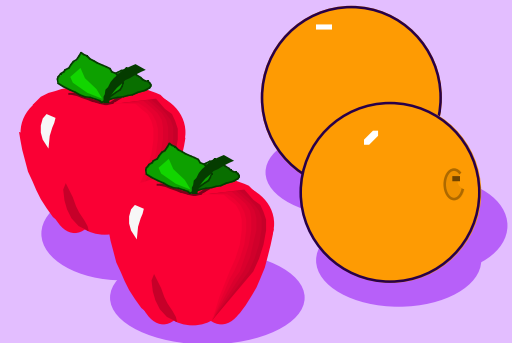
P. 3-21

**A STANDARD ESTABLISHES THE
MINIMUM LEVEL OF COMPLIANCE
THAT **MUST** BE OFFERED FOR A
FACTOR, SUBFACTOR OR ELEMENT
TO BE CONSIDERED ACCEPTABLE.**

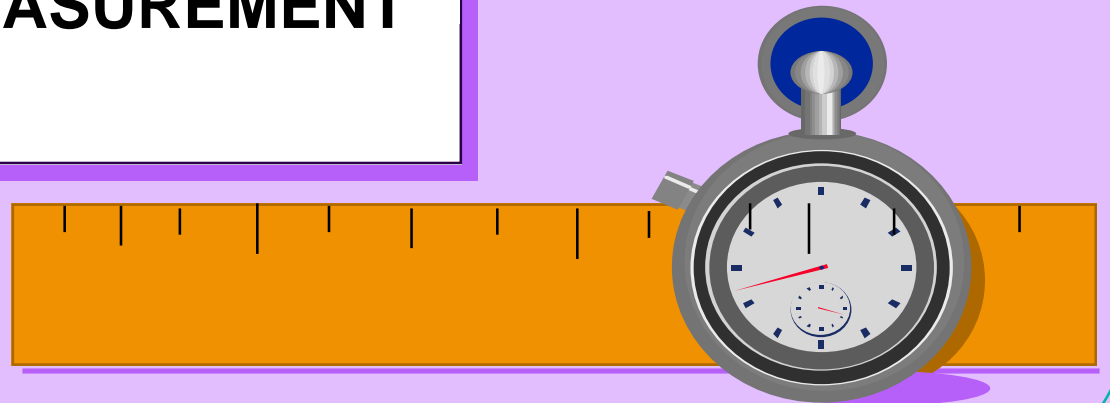
QUALITATIVE VS. QUANTITATIVE STANDARDS

P. 3-21, 22

A **QUALITATIVE** STANDARD
RELATES TO QUALITY OR KIND



A **QUANTITATIVE** STANDARD
RELATES TO TERMS OF
QUANTITY OR A MEASUREMENT
OF QUANTITY



RELATIVITY AMONG THE FACTORS CAN BE ESTABLISHED BY:

- **PRIORITY STATEMENTS**

OR

- **NUMERICAL RELATIONSHIPS OF THE INDIVIDUAL FACTORS**

WEIGHTING EVALUATION FACTORS P. 3-35

**1. ASSIGN RELATIVE WEIGHTS TO FACTORS.
START WITH LEAST IMPORTANT FACTOR.**

**2. ASSIGN RELATIVE WEIGHTS TO SUBFACTORS.
START WITH LEAST IMPORTANT SUBFACTOR.**

3. "NORMALIZE" THE WEIGHTS.

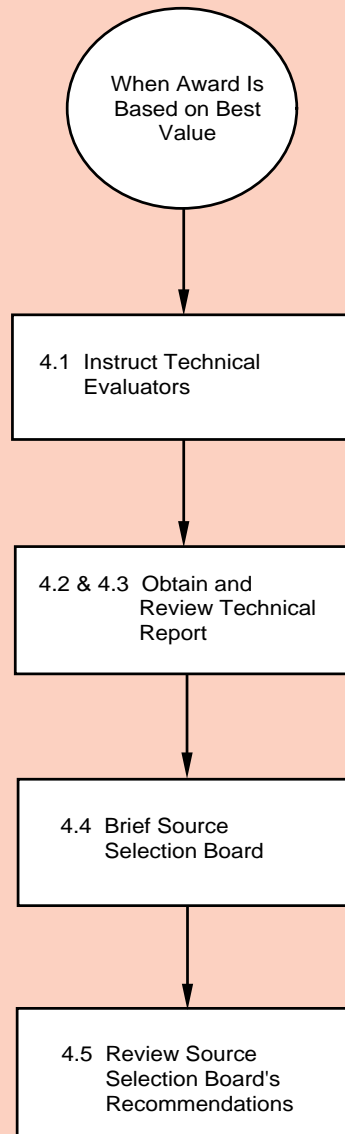
EVALUATION MATRIX

P. 3-54

EXAMPLE OF EVALUATION MATRIX				
AREA	FACTORS	SUBFACTORS	ELEMENTS	SCORE
Cost				
Technical Capability	• Understanding Requirement	• Production	• Production Plan • Waste Mgmt Plan	
	• Quality Control	• Inspection	• Pollution Control • Stoppage Control	
		• Acceptance Testing	• Statistical Monitoring • User Testing	
Business Management	• Overall Mgmt	• Site Location	• Time to Relocate • Total Sites	
		• Mgmt Reports	• Time/Materials Reports • Process Reports	

MAJOR TASKS IN BEST VALUE AWARD

P. 4-4



SOURCE SELECTION 22

PURPOSES OF TECHNICAL EVALUATION

P. 4-18

1. IT IDENTIFIES THOSE OFFERS WHICH CLEARLY DO **NOT** MEET THE GOVERNMENT'S REQUIREMENTS
2. IT IDENTIFIES THOSE OFFERS WHICH CLEARLY DO MEET THE GOVERNMENT'S REQUIREMENTS
3. IT IDENTIFIES DEFICIENCIES AND PROBLEMS IN THE GOVERNMENT'S SOLICITATION
4. IT IDENTIFIES THE CLARIFICATIONS AND DEFICIENCIES IN THE PROPOSALS

ALTERNATIVE ACTIONS

P. 4-19, 20

1. CONTINUE FACT-FINDING

2. REQUIRE FOLLOW-UP QUESTIONS OR REPORTS

3. ACCEPT THE REPORT

4. AMEND OR CANCEL THE RFP

5. CONTINUE THE ACQUISITION

CRITIQUING TECHNICAL RATINGS P. 4-29, 30

1. READ ENTIRE REPORT

2. CRITIQUE APPLICATION OF EVALUATION FACTORS

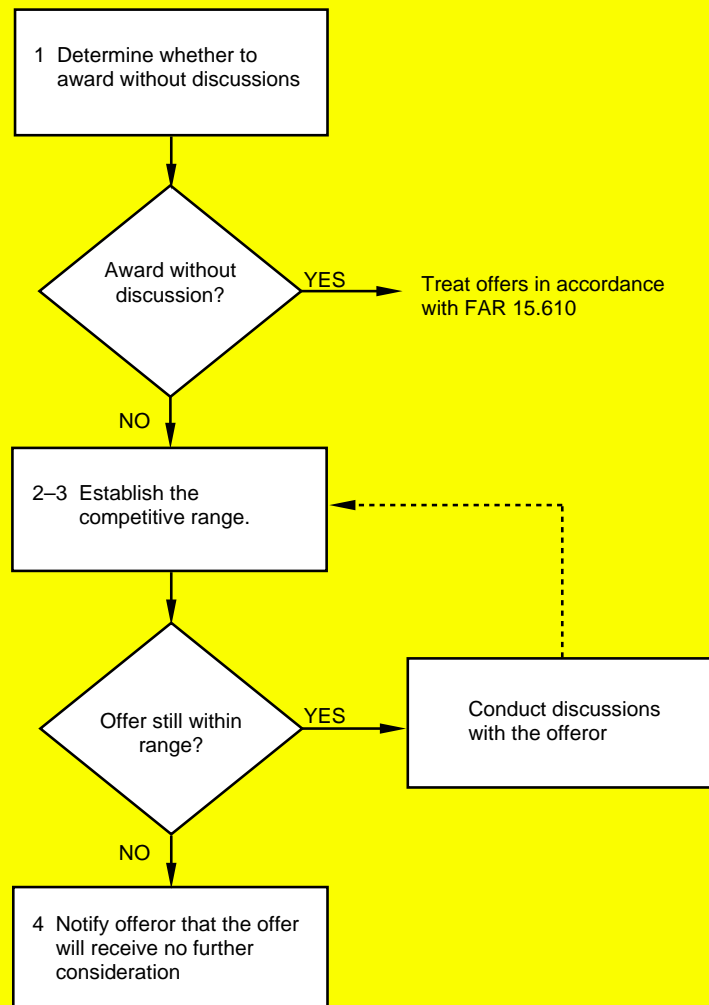
3. CRITIQUE SCORING PROCEDURE

4. CHECK COMPARISON OF PROPOSALS

5. CRITIQUE BASIS OF EVALUATION

6. CRITIQUE STRENGTHS AND WEAKNESSES

COMPETITIVE RANGE FLOWCHART P. 5-4



TERMINOLOGY FOR COMPETITIVE RANGE

P. 5-6

- **COMPETITIVE RANGE**

- **DISCUSSIONS**

- **NEGOTIATIONS**

- **CLARIFICATIONS**

- **DEFICIENCIES**

CONSIDERATIONS IN ESTABLISHING THE COMPETITIVE RANGE

P. 5-10

- **NO. OF OFFERS IN THE COMPETITIVE RANGE**
- **NATURE OF THE TECHNICAL DEFICIENCIES**
- **GOV'T ESTIMATE & WHETHER COST/PRICE IS REASONABLE AND COMPARABLE WITH OTHER OFFERS**
- **OPPORTUNITY FOR SIGNIFICANT COST SAVINGS**

"MEANINGFUL" DISCUSSIONS

P. 5-13

FOR MEANINGFUL DISCUSSIONS, YOU **MUST**:

- IDENTIFY **ALL** DEFICIENCIES IN THE PROPOSAL
- SPECIFY **ALL** DEFICIENCIES TO THE OFFEROR
- PROVIDE A REASONABLE TIME FOR REVISION
- MAKE A COMPLETE RECORD OF THE DISCUSSION
- HOLD DISCUSSIONS WITH **ALL** OTHER OFFERORS IN THE COMPETITIVE RANGE

SEQUENCE OF DISCUSSIONS

P. 6-9

- **TECHNICAL AREAS**
 - **DEFICIENCIES**
 - **CLARIFICATIONS**
 - **TERMS AND CONDITIONS**
- **COST / PRICE AREA**

CONSEQUENCES OF A REQUEST FOR BAFOs

P. 6-15

- **ALLOWS OFFERORS TO MODIFY **ANY** ASPECT OF THEIR PROPOSALS**
- **GOVERNMENT **MUST** REVIEW AND RE-EVALUATE BAFOs USING SAME FACTORS AS IN RFP**

CONTENT FOR WRITTEN REQUEST FOR BAFOs

P. 6-15

IN A WRITTEN REQUEST FOR BAFOs, YOU MUST INCLUDE THE FOLLOWING:

- **NOTICE THAT DISCUSSIONS ARE CONCLUDED**
- **NOTICE THAT BAFOs ARE REQUESTED**
- **COMMON CUTOFF DATE AND TIME**
- **NOTICE OF LATE PROPOSALS**

THE GOVERNMENT **MUST FOLLOW THE SAME PROCEDURES IN EVALUATING THE BAFOs AS WERE FOLLOWED IN THE TECHNICAL EVALUATION OF THE ORIGINAL PROPOSALS.**

THIS WILL REQUIRE THAT THE EVALUATORS CAREFULLY READ EACH BAFO AND APPLY THE EVALUATION FACTORS STATED IN THE RFP.

**THE REPORT EXPLAINS THE SSEB'S
BASIS FOR EACH OFFEROR'S RATING /
RANKING.**

SOURCE SELECTION STATEMENT P. 6-21

**THE SOURCE SELECTION STATEMENT
SHOULD CONTAIN AT LEAST:**

- BRIEF DESCRIPTION OF PROCUREMENT**
- NAMES OF ORGANIZATIONS SUBMITTING
PROPOSALS**
- SELECTION DECISION AND RATIONALE**

PRICE NEGOTIATION MEMORANDUM CONTENT

P. 6-22

**THE PRICE NEGOTIATION MEMORANDUM
SHOULD INCLUDE AT LEAST:**

- PURPOSE OF THE NEGOTIATION**
- DESCRIPTION OF ACQUISITION**
- NAME, POSITION AND ORGANIZATION OF
EACH PERSON REPRESENTING
CONTRACTOR AND GOVERNMENT**

LIST CONTINUED ON NEXT SLIDE

PRICE NEGOTIATION MEMORANDUM CONTENT

P. 6-23

- RELIANCE OF CONTRACTING OFFICER ON
CERTIFIED COST / PRICE DATA**
- FOR NEGOTIATIONS OVER \$100,000, ANY
EXEMPTION OR WAIVER REQUIRING COST /
PRICING DATA AND BASIS FOR CLAIM**
- FOR NEGOTIATIONS UNDER \$100,000,
RATIONALE FOR REQUIRING COST /
PRICING DATA, IF REQUIRED**

LIST CONTINUED ON NEXT SLIDE

PRICE NEGOTIATION MEMORANDUM CONTENT

P. 6-23

- SUMMARY OF CONTRACTOR'S PROPOSAL, RECOMMENDATIONS FROM FIELD PRICING REPORT, REASONS FOR ANY VARIANCES FROM RECOMMENDATIONS, AND MAJOR COST ELEMENTS FOR COST ANALYSIS**
- SIGNIFICANT FACTS ON PRENEGOTIATION PRICE OBJECTIVE AND NEGOTIATED PRICE**
- BASIS FOR OBJECTIVE AND NEGOTIATED PROFIT / FEE**

THE MINIMUM INFORMATION FOR DOCUMENTING THE AWARD INCLUDES:

- DESCRIPTION OF ACQUISITION**
- NAMES OF OFFERORS**
- SUMMARY OF STRENGTHS / WEAKNESSES
OF EACH PROPOSAL AND OFFEROR**
- REASONS FOR SELECTING CONTRACTOR**

IN PREPARING FOR A DEBRIEFING, YOU
MUST MAKE 3 BASIC DETERMINATIONS

- WHAT **CAN** BE DISCUSSED
- WHAT **CANNOT** BE DISCUSSED
- WHO WILL DO THE TALKING

Introduction to Source Selection



SOURCE SELECTION COURSE OVERVIEW

- **OVERVIEW OF THE FEDERAL ACQUISITION PROCESS**
- **OVERVIEW OF SOURCE SELECTION**
- **SOURCE SELECTION PLAN**
- **DEVELOPING EVALUATION FACTORS**
- **TECHNICAL EVALUATION**
- **COMPETITIVE RANGE**
- **SELECTION AND AWARD**

STUDENT EVALUATION

END-OF-COURSE EXAMINATION -

FRIDAY

PASSING GRADE IS 70